The Four Agreements of Incident Response

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Every Company Must Deliver on the Promise of Digital Transformation

- Delivering always-on, real-time experiences
- Visibility across increasingly complex and far-reaching technology stacks
- Orchestration of people & teams using intelligence, automation and learning
Digital Transformation: Key Macro Trends

Importance of Real-Time Action
- Omni-channel digital user experiences
- 81% of users wait < 1 minute before abandoning an application

DevOps Transformation
- Developers: architects of the digital experience
- Leading teams embrace full service ownership to improve agility, innovation

Rise in Operational Complexity
- Number of monthly events per responder has increased > 3x in past 3 years
- High cost of disruption requires speed, automation

Hybrid Operations
- Must support legacy & new infrastructure & operational processes in harmony
- On average, organizations take 5 hours to resolve major incidents

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2. Based on PagerDuty customer data: number of triggers per notified user per month has increased 3x in last 3 years (300 to 900 from 2015 - 2018)
3. Gauging Operational Efficiency in the Digital Era, PagerDuty, 2018
The Real-Time Operations Lifecycle

Harness Digital Data ➔ Make Sense of Data ➔ Respond & Engage Teams ➔ Analyze & Learn

Best Practices & Continuous Learning

Social ➔ Containers ➔ Microservices ➔ Network ➔ Apps & Services ➔ Security ➔ Database ➔ Servers ➔ Cloud

Intelligence and Insights
Problems We Solve | Outcomes We Achieve

**Drive** revenue & improve customer experience

A Fortune 100 retailer went from 
**8 to 0 hours of downtime**
during Black Friday, significantly improving customer experience

**Improve** people productivity & engagement

A leading technology company
**reduces attrition by 75%**
by minimizing employee disruptions and saving 8 labor hours per day

**Improve** operational cost efficiency

A top credit reporting agency saved
**$1.1 million and 19,080 hours of labor**
with PagerDuty’s intelligence and automation

**Mitigate** business disruptions & costs

PagerDuty saves a global retailer
**$30M per hour**
on top-line and bottom-line downtime costs
An unplanned disruption or degradation of service that is actively affecting customers’ ability to use the product.
50,000 responders receiving a total of 760 million notifications

- 60 million notifications during dinner hours
- 82 million notifications during evening hours
- 250 million notifications during sleeping hours
- 122 million notifications on weekends
- A total of 750,000 nights with sleep-interrupting notifications
- A total of 330,000 weekend days with interrupt notifications
The most meaningful metrics on attrition ARE

- Number of days where a responder’s work and life are interrupted
- Number of days when a responder is woken overnight
- Number of weekend days interrupted by notifications.
Yes, yes. On call sucks and can destroy your life. I know this. Bored now.

On call is a fact of life for anyone who cares about developing high quality software for the long run. So how can we make it *not* suck?

6:43 AM - 31 Jan 2018 from City of London, London
The Four Agreements

• Be Impeccable with Your Word
• Don’t Take Anything Personally
• Don’t Make Assumptions
• Always Do Your Best
HONESTY IS THE BEST POLICY.

FALSE.
LIES ARE MORE CONVENIENT.

Be Impeccable With Your Word
Arup Chakrabarti has been paged.
Paul Rechsteiner has been paged.
Renee Lung has been paged.

Use !ic responders to see who the team responders are.

Incident triggered: https://example.pagerduty.com/incident/PD5I34R
SURE YOU HAVE A LAWYER

BUT DOES YOUR LAWYER HAVE A LAWYER?
YEAH, IF YOU COULD SEND ME THE INFO I REQUESTED
THAT'D BE GREAT.
Be Impeccable With Your Word

- Anyone can trigger incident response
- Don’t litigate severity
- Notify stakeholders
Don’t Take Anything Personally
This stop error screen appears again, follow the steps below to ensure your software is properly installed.

1. Check if any newly installed hardware has been shut down to prevent damage.
2. Ensure your hardware or software manufacturer is properly installed.
3. Test the security features such as caching or shadowing.
4. Disable components, restart, and check the startup options.
5. Contact technical support for further assistance.
EMERGENCY

The system has been shut down to prevent damage. Please follow this stop error screen, as it appears again, follow the instructions to ensure your software is properly installed.

If your hardware or software manufacturer advises please contact them. If you have any newly installed hardware or software please see their instructions for caching or shadowing. Please contact your technical support for further assistance.
The system has been shut down to prevent damage.

This is a stop error screen. The error is not reproducible. The software appears to be working properly. Follow these steps to determine whether the software is properly installed.

1. Check the hardware or software manufacturer's documentation for any newly installed hardware or software that may be causing issues such as caching or shadowing.
2. Disable or re-enable components, restart the system.
3. Review the system logs and other diagnostic information.

If the error persists, please contact technical support for further assistance.

Datestamp 4d5dd88c
National Incident Management System (NIMS)
Coordinated Incident Management System (CIMS)
Australasian Inter-Service Incident Management System (AIIMS)
Gold-Silver-Bronze Command Structure (GSB)
Incident Command System (ICS)
... and many other similar systems used in around the world.

@mattstratton
COBRA COMMANDER APPROVES
I AM IN CHARGE

I AM IN CHARGE

@mattstratton
HAVE YOU TRIED TURNING IT OFF AND ON AND AGAIN?
Don’t Take Anything Personally

• Switch in mindset

• Incident Commander is the highest authority

• Incident Commander is not a resolver

• Executive Swoop
“Of course, we have to begin with certain assumptions. Let's assume I'm right and you're wrong.”

Don’t Make Assumptions
This background is blue.
I proofread your technical document despite not understanding a word of it.

I couldn't tell the acronyms from the typos, so I changed them all to whatever felt right.

You say we should migrate our lemon flutes to a hard flea? Not all at once.
ASSIGN ME YOUR TASKS
IF YOU WANT TO LIVE
Rachael, I’d like you to investigate the increased latency, try to find the cause. I’ll come back to you in 5 minutes. Understood?

Understood.
Don’t Make Assumptions

- Consensus is hard
- Clear is better than concise
- Assign tasks to a specific person
- Time-box all tasks
Always Do Your Best
WRONG WRONG WRONG WRONG, WRONG WRONG WRONG正しい。
YOU'RE WRONG
WEEEE

WE ARE RALLY CARS

@mattstratton
TOO TIRED TO STAY AWAKE

TOO AWAKE TO FALL ASLEEP
POST MORTEM MEETINGS
MUCH IMPROVE

VERY BETTER
DON'T PANIC

@r_adams

PagerDuty
Always Do Your Best

• Better to make the wrong decision than no decision

• Rally fast, disband faster

• Handovers are encouraged

• Useful post-mortems

• Review your process

• Don’t Panic
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